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ABSTRACT

The "total newspaper" concept is a new philosophy of newspaper management that emphasizes the interrelations within a newspaper's organizational structure and the interactions between the newspaper, its mission, and its market. During a time when more practitioners and educators are emphasizing specialization, the aim of this new approach to journalism education is to provide the beginning student with better understanding and greater awareness of newspaper management's overall picture and general framework. (Suggestions for incorporating the "total newspaper" concept into the journalism curriculum and an outline for a short, background course in the "total newspaper" are included in this paper.) (RL)

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Marketing the Total Newspaper:

-- A New Philosophy for Newspaper Management

with

Suggestions for a Wider Conceptual Approach

to Education for Careers in Journalism

By Paul S. Hirt
Vice President & Promotion Manager
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and

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Presented for the Teaching Session of the Newspaper Division at the Annual Convention of the Association for Education in Journalism, University of Wisconsin, Madison, Wis., Aug. 22, 1977.

Paul S. Hirt, VP/Promotion, Chicago Sun-Times/Chicago Daily News &
Education/Careers Chairman, INPA

The Total Newspaper:
Suggestions for a wider conceptual approach to education for careers in journalism

AIM: The International Newspaper Promotion Association is working with journalism educators in exploring ways to provide:

- better understanding by the neophyte of the relationships between the newspaper, its social missions and its market;
- a unifying point of view for the journalism student, and greater awareness of ways the various departments of a newspaper interact in theory and in practice;
- comprehension of ways to control these relationships to develop to the fullest the social and economic potential of any newspaper for which the graduate may work, as well as to realize his or her own maximum career potential.

PREMISE: The pyramidal structure of newspaper organizations and their increasingly complex internal operations have pushed newspaper practitioners and journalism educators toward more and more emphasis on specialization.

PROBLEM: Unless the specialist understands where and how his specialty relates to the needs of the Total Newspaper and the society it serves, he or she cannot be fully effective. This is increasingly true as more newspapers move toward adoption of the marketing concept.*

PROPOSAL: INPA offers herewith
- suggestions for a short "backgrounder" course appropriate for neophytes in journalism as well as for more advanced students undertaking studies of newspaper management.
- suggestions for a new concept of the operating structure of a newspaper, which interfaces the newspaper with the market and fosters departmental interaction in meeting Total Newspaper goals.

RESOURCES: Basic readings are from a single text, "Promoting the Total Newspaper," with a variety of supplemental references. Footnotes in the attached suggested course summary are keyed to a bibliography which follows it.

* Development of content and services in response to the expressed needs of readers and advertisers, in contrast to the traditional approach.

Marketing the Total Newspaper

-- A New Philosophy of Newspaper Management

By Paul S. Hirt
Vice President & Promotion Manager
Chicago Sun-Times/Chicago Daily News
and
Education/Careers Chairman
International Newspaper Promotion Association

I am delighted at this opportunity to talk with you about the Total Newspaper concept. I hope to stimulate you to a searching reexamination of your beliefs about newspapers -- what they are and how they work. I hope and believe you will find this new perspective rewarding for you and your students, just as it is to us who produce today's newspapers. I believe it will help your students to make better career decisions and do a better job if newspapers are in their future.

Journalism students traditionally are trained as specialists in just one part of the newspaper -- that having to do with reporting, writing and editing the news. I suggest that their advancement on a newspaper -- perhaps even their survival -- may depend not only upon their specialist expertise, but also upon their ability to develop as generalists.

For all its virtues, specialization has an unfortunate drawback. It tends to keep one from being fully aware of the importance of other parts of the business. Long observation suggests that it often may lead to newspaper operations that are fragmented, autonomous and self-defeating. In such situations it is not unknown for the individual specialist to fail, regardless of enthusiasm or dedication.

There is also another important reason to re-examine your beliefs about what a newspaper is and should be.

Newspapers today are under tremendous pressure of two kinds -- cost and competition for time and attention.

More and more are concerning themselves with newspaper marketing and the newspaper marketing concept. These are not two different names for the same thing. In the traditional view, marketing is confined to the distribution and sale of the newspaper, the content of which is determined solely by the owner and editors. Under the marketing concept, readers and advertisers are asked periodically what sorts of expectations they hope to see fulfilled by the newspaper. Every department in the organization then becomes involved in turning out a product that strives to meet those expectations.

To make this possible requires the newspaper

- -to adopt new attitudes about itself, as many are doing
- -to seek a replacement for the traditional hierarchal organization pattern under which newspaper departments have become a collection of specialist fiefdoms, often feuding
- -to develop an appreciation for a vital shared need and common goal of the editorial, advertising and circulation departments: Distribution to the market in breadth and depth.

All these elements are embodied in the Total Newspaper idea. It is more than a survival measure. It is a concept that also reaffirms and redefines a social responsibility of a newspaper in the free world we hope to preserve.

For this reason, especially, educators are invited to add to journalism courses and curricula the information that will tell students of the Total Newspaper functions -- what external relationships and internal workings enable this mass medium to serve communities in the way that is essential to carry out First Amendment rights and responsibilities.

An editor usually includes in his definition of newspaper service such phrases as: "To enlighten, to inform, to entertain; to protect the people's right to know; to expose the malefactor; to serve as the medium of record."

Beyond these functions a newspaper exists as a catalyst of social change, currently coping with entrenched attitudes toward youth, women, blacks, sex, religion, ecology, energy, parental responsibility, equal opportunity, business morality and the role of government, to name a few. These attitudes are highly sensitive.

Major change is inevitable. Where a free press exists, it serves by making all points of view known and helps pave the way to consensus with minimum societal damage. Where a free press does not exist -- as it does not in over half the countries of the world -- the pattern more commonly is one of repression/explosion/counter-repression, often with great bloodshed and little progress.

To interpret the need for constructive change requires that the publisher, editor and news staffers must indeed be truthful, courageous, evenhanded and equally zealous in presenting all sides of important issues.

But this answers only part of the need. An audience is needed and it must be broadly representative if the newspaper is to be effective as a consensus mechanism. It is not enough to provide a publication in which new ideas are aired and argued if the ideas and arguments do not reach the hands and minds of all classes affected by the issue.

Thus, the Total Newspaper must support its circulation department in extending readership to every demographic group in its market.

The circulator cannot do this unless the editors provide content that appeals to previously under-represented demographic groups -- content which can be telegraphed by the promotion department and capitalized upon by the advertising department to maintain the lifeblood income.

The type, quality and price range of advertising content also must be broad if the newspaper is to appeal to the whole market. Readers perceive newspaper advertising as a specialized kind of news that helps them to spend hard-earned dollars wisely. If the ad content is not felt to be relevant to the needs of

some segment of the readership, that group is likely to drop the newspaper -- which reduces the newspaper's editorial effectiveness as a consensus mechanism.

Advertising also contributes to the economic health of the whole community by providing information about the availability of goods and services, making the newspaper a focal point and catalyst for healthy growth of the whole area.

The Total Newspaper idea recognizes that the advertising department is not selling space. It is selling response -- people coming to buy products and services. The wide spectrum of editorial appeal and distribution is critical here, too, to make the newspaper productive for every category of advertiser.

The Total Newspaper concept includes consideration of the production department, finance and personnel. At its heart is market research to spot growth areas in demographics, define targets and evaluate results in systematic fashion.

A Total Newspaper, with cooperatively interactive departments oriented to society and the market, can not only serve and survive, but flourish -- in spite of TV, suburbanization and the distraction of other activities.

We invite you to share this approach with your students. Attached are a syllabus with a list of reading resources and suggestions for incorporating them into the journalism school curriculum. The International Newspaper Promotion Association has many more resources for your information and review. We will welcome the opportunity to work with you.

from Education/Careers Chairman, International Newspaper Promotion Association:
Paul S. Hirt, VP/Promotion
Chicago Sun-Times/Chicago Daily News

The Total Newspaper
A Short Backgrounder Course

I. Introduction[1/]

A. A newspaper is not just one, or even the sum, of its specializations. It is the geometric product of their interaction in a unique geographic, demographic and economic setting -- the market the newspaper serves.

B. Understanding how this works is vital to the success of any journalism or advertising graduate, even though he or she may never intend to work outside his or her journalism or advertising specialization.

1. Traditional approach
   a. The newspaper's structure is regarded as fragmented, hierarchal and isolated, as indicated by the standard table of organization.

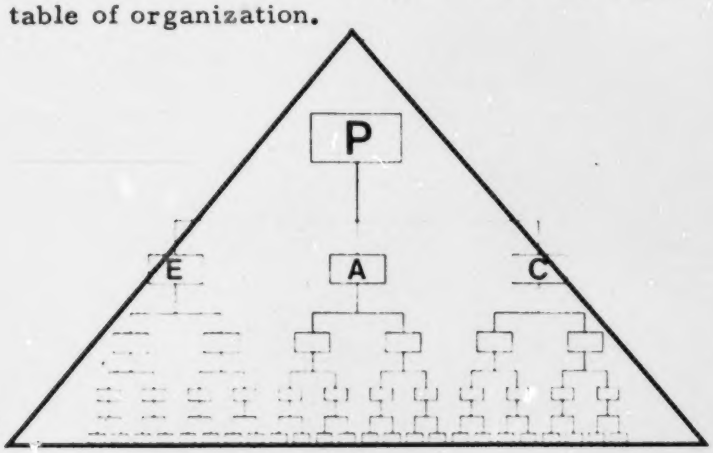

Illustration 1.

2. The Total Newspaper approach
   a. Perceives the newspaper as an entity within its market, thus:

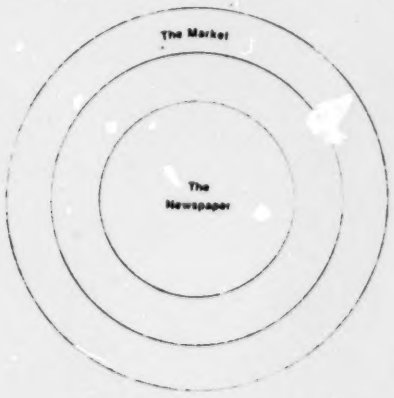

Illustration 2: Schematic Block Diagram, Phase 1.

b. Concerns itself with developing the above concept by investigating
   i Interaction between the newspaper and market
      -- what kinds exist
      -- how to measure
      -- how they affect goal setting and content development
   ii Interaction between departments of the newspaper; what each department gives to and gets from each of the others;
   how to encourage joint recognition and solutions of mutual problems

II. The fundamental premise: "Newspapers Serve People"[2/]

A. First step is to see what kinds and how many people are available to be served[2/] and the variety and dollar volume of manufacturing, agriculture and trade in the area served by the newspaper.[3/] This is the role of market research (often an arm of the promotion department).

1. Sources of market information:[4/]
   a. U.S. Censuses of Population, Housing, Business, Agriculture, Wholesale and Retail Trade, etc.
   b. Special surveys of the market and the newspaper audience by size and consumption characteristics[5/]
      i From one point in time to another
      ii Vs. other media
      iii By demographic criteria
      iv By product use criteria

2. How research is used to set short and long term growth goals in reach and audience profile:
   a. How it is reflected in selection and presentation of news content
   b. How it can lead to advertising volume growth
   c. How it sets direction and level of promotion

3. Kinds of research applied to newspapers:
   a. Readership studies (editorial and advertising)
   b. Duplication studies
   c. Product use studies
   d. Attitude studies
   e. Multimedia studies
      -- What they are, how and when they are used, how they affect editorial, advertising, circulation and promotion decisions.

B. Conclusion:

1. The market, developed from the simple block diagram of Figure 1 is seen to consist of 4 categories of person --
   Reader or non-reader
   Advertiser or non-advertiser

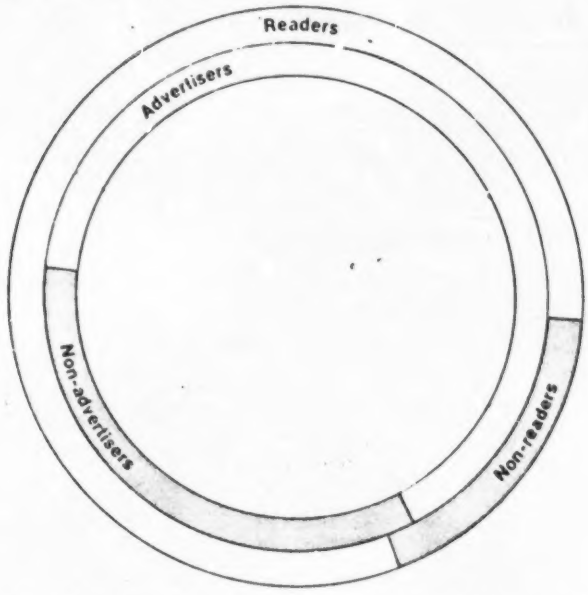

Illustration 3: Schematic Block Diagram, Phase 2

2. Each category can be quantified by a wide variety of alternate definitions, goals established, periodic reappraisals made.

C. "Newspapers Serve People": [6]

1. Second step is to consider all the services a paper offers and how inexorably they interlock; what and how the editorial, advertising, circulation and promotion departments contribute to the success of each other and of the Total Newspaper.
   a. Editorial services:
      i Traditional: To enlighten, inform, entertain, protect, serve as medium of record, plus:
      ii A new perception: The free press also serves as a catalyst in societal change
      -- an important stabilizer as new attitudes evolve.
      iii Essential requirement: Not only appropriate content, but breadth and depth of demographic and geographic market coverage to be effective as a consensus mechanism
   b. Advertising as a reader service [7]
      i The positive public attitude toward newspaper advertising as opposed to ads in the interruptive media -- radio, TV -- direct mail
      ii What advertising contributes to the support of the newspaper and the effectiveness of the editorial department

iii Major categories of advertising -- retail, national, classified -- how they differ; what each contributes to reader interest and revenue

iv What the advertising department is selling -- not space but response

v Essential requirement: Breadth and depth of demographic and geographic market coverage needed to make the newspaper productive for the entire spectrum of advertisers

c. The role of circulation:[8/]

--what circulation contributes to editorial success

--what circulation contributes to advertising success

i The battle for share of reader time

ii Requirement for circulation to sustain advertising rate base and revenue

iii Demographic coverage to meet modern marketing requirements

iv How circulation is defined -- ABC definitions: City, RTZ, All Other, Total; SMA, SMSA, ADI

v Essential requirement: Not merely to boost the total circulation figure, but to assure that the newspaper has breadth and depth of geographic and demographic coverage

III. Developing an operating structure to support the Total Newspaper concept[9/]

A. The interdepartmental cooperation necessary to enable a newspaper to meet its various goals can be depicted by a wheel with editorial, advertising, and circulation around the perimeter. Each gives to and receives support from both of its partners on the rim. All command and receive support from the promotion/research facility.

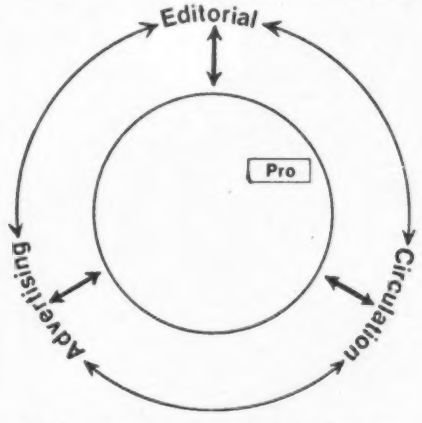

Illustration 4: Schematic Block Diagram, Phase 3

1. Editorial content, properly targeted and balanced, makes the newspaper saleable in all key demographies, gives the newspaper the breadth of appeal necessary to function effectively as a public forum, helps to generate advertising response across the board.

2. Advertising content contributes most of the revenue that supports the newspaper. It also adds to reader interest, supports a better editorial product, and helps to build and sustain circulation.

3. Circulation efforts, properly targeted, give the newspaper the breadth of audience that helps it to fulfill its editorial mission and simultaneously makes the newspaper more productive for more advertisers.

4. Promotion and research, on a central ring, serve and help to correlate the growth efforts of each of the other three departments. Research helps to define targets and evaluate results. Promotion acts as a catalyst, helps to suggest a master plan related to the market realities, provides the creative promotion material to all three operating departments, and tries to keep the plan on the tracks and moving over the long term.

B. The role of promotion[10/] and research in the Total Newspaper

1. Promotion as a delegated management function.
   Assignments include:
   a. To relate the newspaper to its social and economic missions, the changing market and competitive media
   b. To provide the basis for management decisions to coordinate all departments in selection of goals and strategy to achieve them
   c. To isolate, dramatize and advertise current values that make the newspaper worthy of reader attention and advertiser investment
   d. To seek out new areas of high potential and to coordinate Total Newspaper programs to extend the newspaper's services to those areas

2. Growth targets
   a. Readers (through circulation and advertising promotion)
   b. Advertisers (advertising promotion)
   c. General public (public relations)
   d. Employees, including carriers (internal promotion)
   e. Stockholders (all the above types of promotion)
   f. Other publishers (public relations, trade relations, specialized trade paper)
   g. Tomorrow's readers (Newspaper in the Classroom and other youth promotions)

3. How to set goals and priorities:
   a. In light of the size, growth slope and general prognosis of the newspaper and its market
   b. In light of the inter-media competitive situation
   c. In light of anticipated return on the effort
   d. In light of available manpower and money

4. How editorial content is promoted[11/]
   a. How to determine what content to promote to build readership in key demographies -- and how heavily
   b. How to apply tested principles to advertise the newspaper to its own many publics
   c. Kinds of editorial promotion
      1) - by editorial department
      2) - by promotion department
   d. How to set up editorial promotion plan and philosophy
   e. How to create lead time to promote specific editorial content

5. How advertising volume is promoted[12/]
   a. How to analyze the market to establish major promotion targets
   b. How to relate the newspaper's coverage to potential reader-response to specific types of advertising
   c. Timing and other variables as factors in reader-response to advertising

6. How circulation is promoted[13/]
   a. Carrier drives
   b. Public contests
   c. Public offers
   d. Phone rooms
   e. Selling upcoming content
   f. Using radio and TV
   g. Point of purchase materials:
      Truck posters, stack cards

7. Public Relations as a form of promotion[14/]
   a. How it applies to the newspaper and its community
      i Through speakers bureaus, carrier organizations, science fairs, public events, plant tours, scholarships, seminars, merchandising achievements of news, advertising, circulation, production, office and management people
      ii The product, the people, events, ideas, techniques, sources

8. Completing the structure of the Total Newspaper:

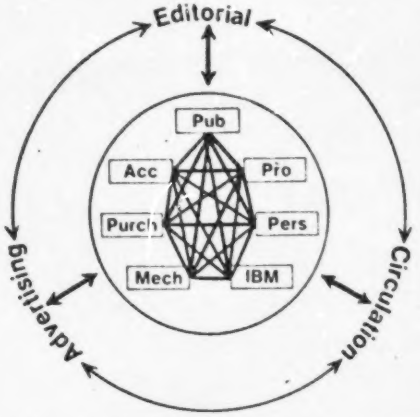

Illustration 5: Schematic Block Diagram, Phase 4

a. Other departments
   i Where they appear on the table of organization and why
b. Direct interdepartmental lines of communication: what they mean in terms of expanded newspaper service and enhanced success

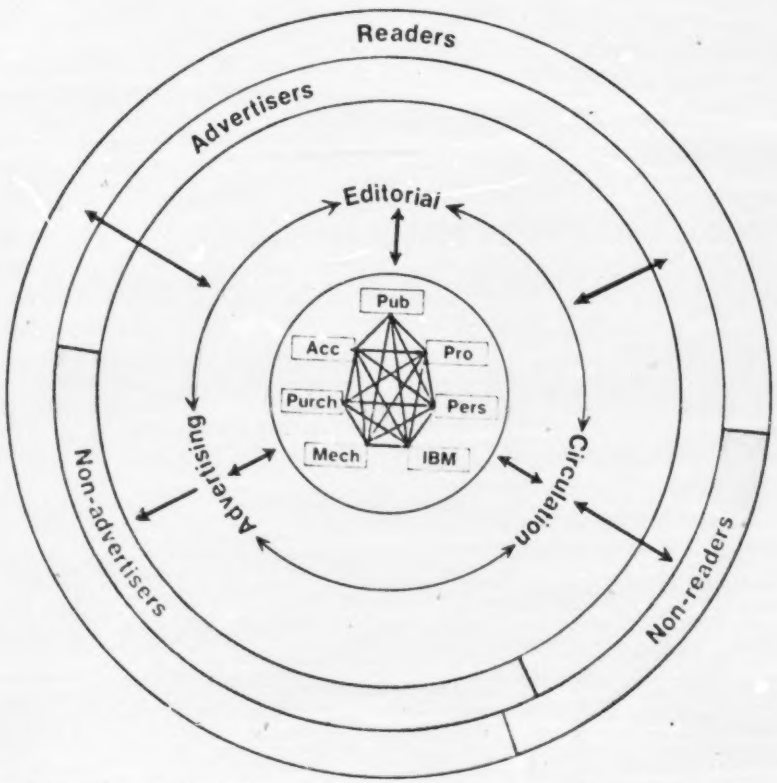

Illustration 6: Schematic Block Diagram, Phase 5

c. The Total Newspaper in its unique environment; its own market
d. Administrative and creative skills[15]
   i How can they be defined, recognized, cultivated and improved?

Bibliography

	Members	Non-Members
Principal reference		
A. "Promoting the Total Newspaper," INPA	$10.00	$12.50
Supplemental references		
B. "Newspaper Research Primer" by John Mauro	10.00	12.50
C. "Designing Retail Ads for Profit" by Paul Hirt	7.50	10.00
D. "Creative Imagination" by Newell Meyer	3.00	6.00
E. "Let's Talk About Managing People" by Newell Meyer	2.00	4.00

All the above are available to students and educators at 40 per cent off the list price to members, from International Promotion Association, P.O. Box 17422, Dulles International Airport, Washington D.C. 20041

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References (Keyed to alphabetical list, above)

1/ A, Foreword
2/ A, pages 135-161
3/ B, Chapter 1
4/ B, Chapter 3
5/ B, Chapter 2
6/ A, pages 27-49
7/ A, pages 69-133, C, Chapter 1 and Chapter 5
8/ A, pages 23-26
9/ A, Foreword xvii
10/ A, pages 1-22
11/ A, pages 27-39
12/ A, pages 69-133; C
13/ A, pages 41-48
14/ A, pages 163-190
15/ D, E

Suggestions for incorporating
The Total Newspaper concept
in the journalism school curriculum

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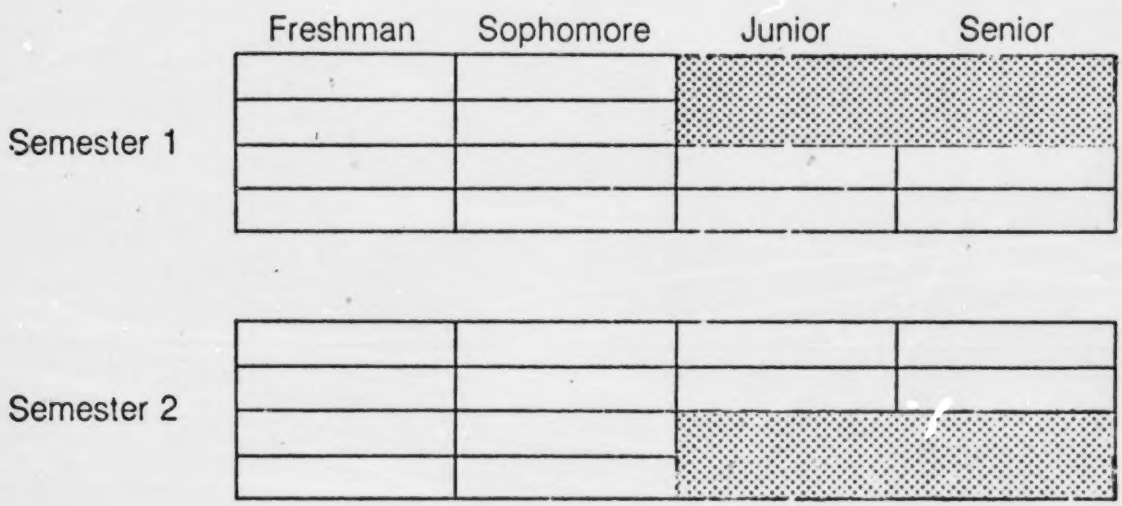
Education/Careers Chairman
International Newspaper Promotion Association

The goal of most journalism schools is to produce graduates with broad liberal backgrounds and competence with the tools of the journalist.

In pursuit of this goal, many schools have developed programs modeled on the sketch below:

Four-year college journalism —a bird's-eye view



Open boxes represent a variety of courses in literature, economics, government, sociology and so on. The subject matter of each usually is taught as an isolated entity. Course content is presented identically to all students in the class, although these individuals may plan to specialize in widely varying fields.

The shaded areas in the junior and senior years represent the approximate proportion of curriculum devoted to journalism. With reference to newspaper journalism these courses focus intensively upon the editorial side of the business - reporting, photography, feature writing, copy editing, libel law, and so on. The subject matter of each usually is taught as an isolated technical skill, ignoring:

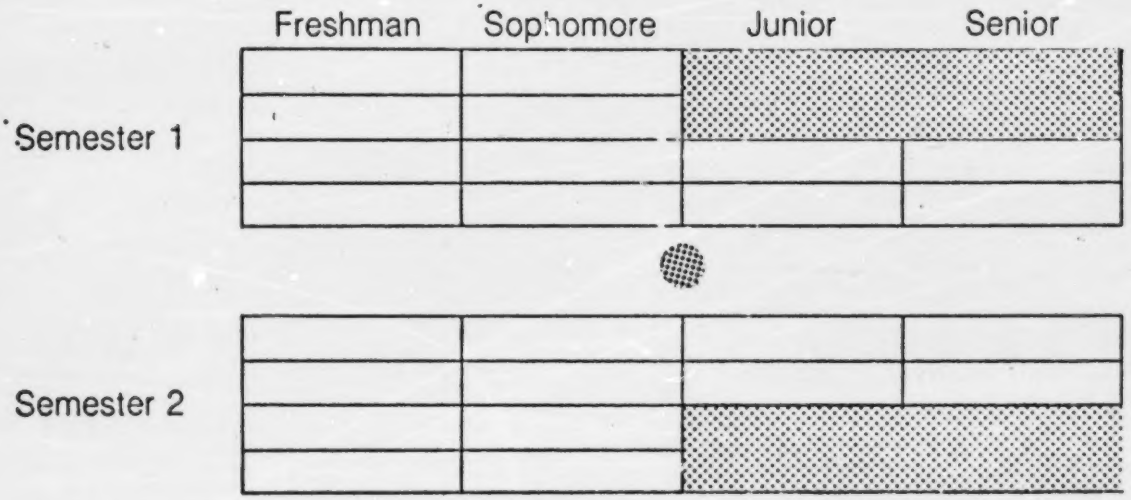
a) the unique relationships between each newspaper and the market it serves, and ways to measure these relationships as the basis of editorial planning for improved service to readers and advertisers;

b) other departments of the newspaper, and their often unrecognized impact on the success or failure of the newsroom practitioner.

Concepts identified in a) and b), above, are the subject matter of the attached Total Newspaper curriculum suggestions. They have been reviewed and have been widely approved by journalism educators. Dr. DeWitt C. Reddick, recently retired dean of the University of Texas, Austin, Texas, School of Journalism, summarizes the general reaction with the observation:

> "I find myself wishing that each of our beginning reporting classes would spend at least two weeks discussing the Total Newspaper, as you have defined it."

Such discussion might be initiated at the beginning of the junior year, as indicated by the dot, below.



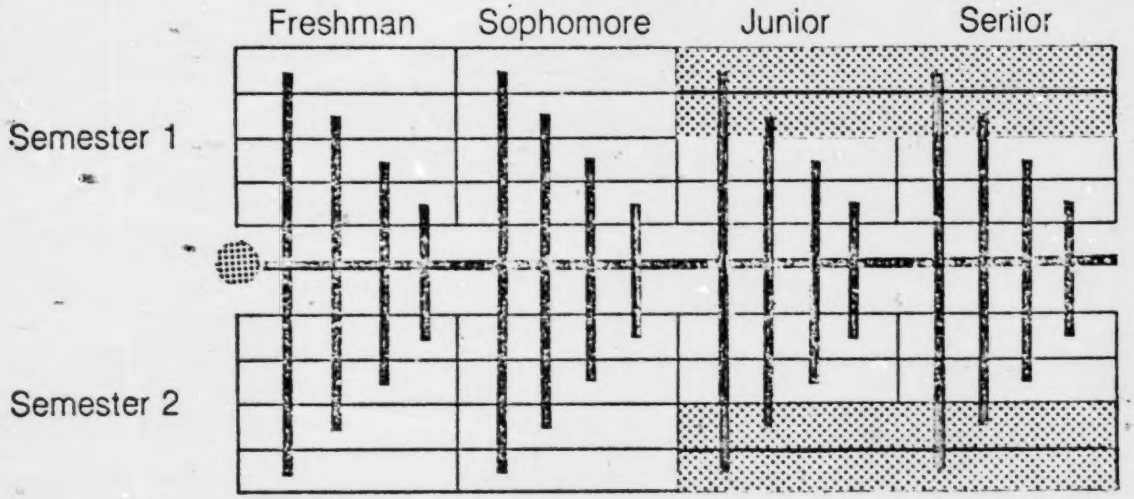
Broader Applications

The Total Newspaper approach is based on the idea of making the student aware of important interrelationships -- between the newspaper, its market and society, and among the departments of the newspaper.

Carrying the idea one step further suggests it might be possible to interrelate all the classical, "broadening" courses with the journalism curriculum.

At present, the pre-journalism enrollee may not even get inside the J-school for the first two years of the college experience. Many wonder about the relevance of "broadening" courses they are required to take, both then and later.

Suppose the Total Newspaper concept were introduced to the incoming pre-journalism freshman (freshperson?) on Day One, as indicated by the dot, below.



Suppose the journalism department could arrange to maintain contact* with the student on a regular basis throughout the entire four years, to explain the relevance of:

the classical courses in sociology to the job of urban reporter;

*Through whatever organizational machinery is locally feasible -- a one-hour class once a week; a monthly J-school smoker (if they still have smokers in this cancer-conscious age); an extension of the high school "home room" idea, and so on.

the classical courses in economics to
-- general reporting
-- running an editorial page
-- operating a financial desk;

the classical courses in government to the rights and duties of a news reporter, an editor, a publisher;

the classical courses in marketing to the unique problems of the newspaper, which must be "uncontaminated" by the market place, but which is totally dependent upon it;

the classical courses in advertising to the specific service opportunities and problems associated with newspaper and other media advertising;

the classical courses in law to the rights, duties and self-disciplines applicable to a free press, and so on.

Currently the student may or may not be given the information to arrive intuitively at these relationships. Observation suggests that he or she is seldom or never given specific guidance in understanding them.

Moving to meet the need would further elevate the school of journalism in the college community. More important, it would better prepare students for optimal success and service in careers in journalism.